



IOWA CHIEF ELECTED OFFICIALS (CEO) ORIENTATION AND TRAINING GUIDE

System Transformation

Submitted To:

Iowa Workforce Development

Submitted By:

Maher & Maher

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This guide was developed to provide a foundational understanding of the role, responsibilities, tools and resources you have as a CEO to achieve your vision for a talent development system that drives community prosperity.



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Introduction

As a locally elected official, your priorities lie in taking care of your citizens by building a thriving community. Your objectives may include safe communities with low crime, plentiful business development and job opportunities, increased tax revenue, low unemployment rates, and healthy and vibrant constituents. You work to create an environment with plenty of high-quality jobs and people with the right skills to fill those jobs in the community. All of this contributes to increased tax revenue and wealth, which results in more opportunities for the community to grow and enhance quality of life and services for the residents – your constituents.

As an elected official, you are a critical voice in how this system operates and supports your community. As the system is built upon the concept of local control, considerable authority rests with you as a chief elected official in a Local Workforce Development Area (LWDA). Given that your elected position necessarily immerses you in economic development activities and creating an environment conducive for business growth and expansion, WIOA is a key tool for creating – and enabling residents to fill – jobs in critical industries.

This guide is intended as a supplement to the in-person training held in September and October 2019. The purpose is to provide additional detail about workforce system structure and provisions of the Workforce Innovation and Opportunity Act (WIOA). This guide will introduce tools and best practices for Chief Elected Officials (CEOs) to develop the local governance structure for the workforce system in Iowa. CEOs will examine their roles as drivers of the local workforce system and understand the challenges and needs to achieve compliance and be successful.

Workforce System Overview

The public workforce system is a network of federal, state, and local entities that function to support economic expansion and develop the talent of our nation's workforce. Although the public workforce system is primarily federally funded, the services for businesses and job seekers are available at the state and local levels. Much of the funding for the public workforce system comes through federally mandated programs, such as WIOA, and the law requires a formal governance structure with clearly defined roles.

Workforce Innovation and Opportunity Act (WIOA)

The Workforce Innovation and Opportunity Act, commonly referred to as WIOA, was enacted on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority and it was the first legislative reform in 15 years of the public workforce system. It outlines the vision, goals, objectives,



and requirements for how the public workforce system is structured and operates and brings together the core employment and training programs funded by the federal government.

Why WIOA?

The WIOA vision seeks to improve job and career options for our nation's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It aims to support the development of strong, vibrant regional economies where businesses thrive, and people want to live and work. WIOA is based on the idea of the public workforce system supporting, through its programs and services, the development of a talent pipeline that has the skills and expertise that local businesses need to thrive – thus driving economic and community prosperity.

WIOA Guiding Principles

The Workforce Innovation & Opportunity Act, or WIOA, is the foundation for each state's publicly funded workforce system. As the foundation, there are key principles² upon which the system is to be built:

Integrated Service Delivery -

Programs do not duplicate each other, but, instead, work collaboratively to deliver the best outcome for the customer.

Focus on Strategy – This element is critical to the LWDB which you will appoint. The LWDB should be focused on the big picture of workforce development and strategies to ensure that the supply side (workforce system) is meeting the demand side (employers/business community). As the CEO, you lay the groundwork for the board to focus on strategy.

Regional Economic Development –

Meeting workforce needs is critical

WIOA Operating Guidance



to economic growth. State and local workforce development boards – in partnership with workforce, economic development, education, and social service organizations at the state, regional and local levels

¹ Training and Employment Guidance Letter (TEGL) 19-14.

² TEGL 19-14.



– align education and training investments to regional civic and economic growth strategies, ensuring that all jobseekers and businesses can access pathways to prosperity.

High Quality Services – The system must be focused on high quality services. To do this, stakeholders must increase coordination of programs and resources to support a comprehensive system that seamlessly provides integrated services that are accessible to all jobseekers, workers, and businesses.

Accountability and transparency – Decisions about the system should be informed by analyzing data and evaluating performance standards. This means making purposeful decisions about the system and how it will operate as well as operating within Open Meetings Laws and procuring service providers.

Hallmarks of Excellence

When the system is built upon the five principles, the outputs of the system will be what USDOL calls the Hallmarks of Excellence. WIOA envisions a workforce system that is quality focused, employer driven, customer centered, and tailored to meet the needs of regional economies. The vision is one of collaboration and customer focus with business driving the system's agenda and range of services. This vision is embodied in three Hallmarks of Excellence.³



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³ TEGL 19-14



One Stop Partners

There are two levels of partners within the one stop system – core and required. All partners on the list are mandated to participate in the system by providing career services and joint funding; however, core partners collectively share the performance measures of the system.⁴

Core Partners	
Adult, Dislocated Worker, and Youth programs	
(WIOA Title I- US Department of Labor)	
Adult Education and Family Literacy Act (AEFLA) Program	
(WIOA Title II- US Department of Education)	
Wagner-Peyser Act Employment Services	
(WIOA Title III- US Department of Labor)	
Rehabilitation Act of 1973	
(WIOA Title IV- US Department of Education)	

Required Partners
Career and Technical Education
(Carl D. Perkins Career and Technical Education Act of 2006 – US Department of Education)
Senior Community Services Employment Program (SCSEP)
(Title V Older Americans Act- US Department of Labor)
Job Corps
(US Department of Labor)
Youth Build
(US Department of Labor)
Native American programs
(US Department of Labor)
National Farmworker Jobs Program
(US Department of Labor)
State Unemployment Compensation Programs
(US Department of Labor)
Jobs for Veterans State Grant (JVSG)
(US Department of Labor)
Reentry Employment Opportunities (REO) Program
(Second Chance Act of 2007 – US Department of Justice)
Housing and Urban Development Employment & Training programs
(US Department of Housing and Urban Development)
Community Services Block Grant (CSBG) Employment & Training program
(US Department of Health and Human Services)
Temporary Assistance To Needy Families (TANF)*
(Title IV Social Security Act – US Department of Health and Human Services)
Governor may elect to exclude as a core program

⁴ TEGL 04-15.



Nationally, the one stop centers are known as American Job Centers or AJCs. In Iowa, the centers have the name IowaWORKS. There are 15 comprehensive IowaWORKS centers across the state and three affiliate centers.

- Comprehensive center a physical location where job seeker and employer customers can access the programs, services, and activities of all required one stop partners. There must be at least one comprehensive center in each local workforce development area.
- Affiliate center a site that makes available to job seekers and employers one or more of the one stop partners' programs, services, and activities.

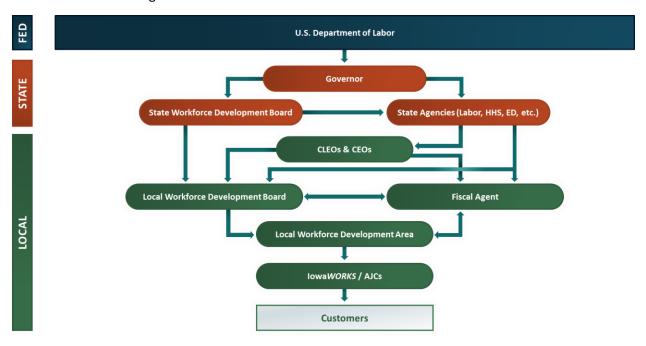


Notes



WIOA Governance

Let's take a look at the governance of WIOA:



- USDOL The federal funding for WIOA comes to each state through the USDOL. In turn, USDOL
 has compliance and oversight requirements with the states as well as providing technical
 assistance. This is why you have heard us mention monitoring reports from USDOL.
- Governor The Governor receives the federal funding and it is housed administratively in the state workforce agency. For Iowa, this is Iowa Workforce Development or IWD. The Governor, using criteria spelled out in the law, appoints the state workforce board.
- State workforce board The state workforce board sets the vision for the system statewide and is responsible for strategic planning and coordination of the system.
- The state agency, IWD, has oversight for the administrative functions of the state and local system. As a result, IWD has oversight for the role CEOs play in the local system.
- CEO's serve as the grant sub-recipient and have liability for the funds. The CEO's designate a Chief Lead Elected Official (CLEO) and the CLEO appoints the local workforce development board. The CLEO may designate a fiscal agent to receive the funds and pay bills.
- The LWDB is the governing body for the local workforce development area and sets policy and does strategic planning.
- The LWDB in conjunction with the CLEO procures the one stop operator who provides services to the customers.



Notes



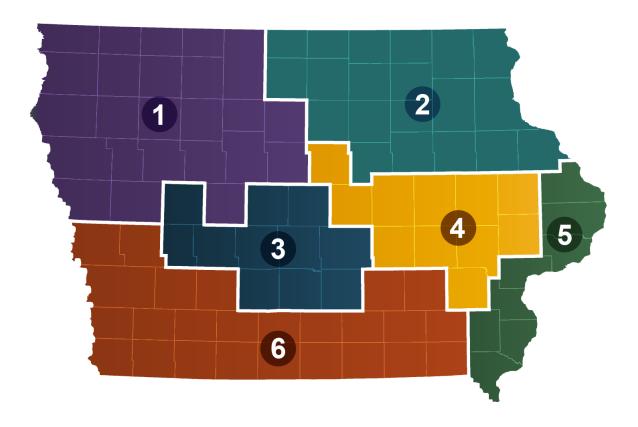
Workforce System Transformation



Step 1: Local Workforce Development Area Realignment

The first step in the transformation was a vote by the State Workforce Development Board in February 2019 to reconfigure the local workforce development areas from fifteen to six. This change will ensure enough resources to support CEOs and local boards fulfilling their significant roles under WIOA while maximizing funding for career counseling, training, and supportive services for job seekers; and services to businesses to meet their talent needs.







LWDA Realignment Appeals

- USDOL has received one or more appeals regarding the process used to identify the new LWDA configuration
- Per the established federal appeals process, USDOL requested information and documentation from lowa regarding the process
- Iowa supplied information and documentation and is awaiting response from USDOL
- The alignment and system transformation continue during the appeals process

Step 2: System Transformation Framework

The second key step in the effort was the development of a framework or roadmap to guide the system through the many steps required to reach compliance. This is not only the appointment of new boards, but boards that are operating in accordance with the WIOA vision, principles and required provisions.

This framework, in its complete form, is in-depth – covering over a hundred tasks and sub-tasks – to be carried out by various stakeholders in the lowa system including the Chief Elected Officials, SWDB, the State Partner Agencies, and existing and new Local Workforce Development Boards between now and the end of 2020.

Step 3: System Transformation Framework Implementation

The transformative work has begun for Iowa's workforce system. A few of the strategies currently underway include:

- Educating stakeholders, including CEOs, SWDB members, LWDB members and others on the value and provisions of WIOA to empower them to fulfill their roles and responsibilities under the law
- Establishing a state-level WIOA Core Partner Working Group comprised of representatives from the following agencies- Iowa Workforce Development, Iowa Vocational Rehabilitation Services, Iowa Department for the Blind, and Iowa Department of Education) overseeing key workforce programs.
 - The Working Group will be charged with collaborating to carry out the vision and strategy established by the Governor and Iowa State Workforce Development Board by developing joint policy and an integrated approach for monitoring, program oversight/support and technical assistance for local service design and delivery.
- Developing and issuing policy and guidance which ensures the system components including LWDBs, Administrative Entities, One-Stop Operators, service providers and others, operate in compliance with and in support of WIOA requirements and key principles.



System Transformation Key Steps

Foundation Building Steps	Timeline	
Assign IWD staff to support transformation efforts across the state	August 2019	
Webinar for Chief Elected Officials	August 2019	
Webinar for State Workforce Development Board	August 2019	
Establishment of WIOA Core Partner Group	September 2019	
SWDB vote on and approve key governance policies	September 2019	
Training for Chief Elected Officials	September – October 2019	
 Develop and share policy and procedure for key steps: Certification of Local Boards Local Boards serving as service providers Local Boards procuring service providers Certification of One Stop Operators 	September 2019 – April 2020	
CEOs designate CLEO and file documentation with IWD	October 2019	
CEOs develop and executive CEO agreements	October 2019 – January 2020	
CLEOs designate fiscal agents	October 2019 – January 2020	
SWDB, via Core Partner Group, establishes standards for One Stop certification	October 2019 – April 2020	
CLEOs appoints members to LWDBs	December 2019 – January 2020	
LWDBs hire support staff	February 2020 – May 2020	
CLEOs and LWDBs develop Memoranda of Agreement with Fiscal Agent detailing each entity's roles and responsibilities April 2020 – June 2		



Roles and Responsibilities of Chief Elected Officials⁵

The CEOs lay the foundation for the workforce system at the local level. Their purpose is to ensure the local system operates in a comprehensive, integrated, and streamlined manner that expands opportunities for all workers and businesses. Their role is to set the foundation for the LWDB to be strategic by ensuring fiscal integrity and ensuring the local area is represented by committed and suitable local workforce development board members. CEOs are grouped together based on the local workforce development area boundaries.

County Board of Supervisors Chairs or a designee from within the board have been designated as the Chief Elected Officials in Iowa.⁶

The roles and responsibilities of the Chief Elected Officials which can be divided into four main categories:

- Appointment/Selection
- Review and Approve
- High Level Oversight
- Strategic Planning

Appointment/Selection Role

The Appointment and Selection functions are exactly as the name describes it. By virtue of your position as a CEO, there are key roles for which you will appoint or select an entity to fulfill. The responsibilities in this category are foundation setting. By doing these tasks well, you are setting a foundation for the remainder of the system to be built upon it.



Select a Chief Lead Elected Official

The CLEO position is similar to the role of a board chair. The CLEO is selected from among the CEOs to represent the CEOs and make decisions on their behalf. The CLEO serves as the designated signatory. The law gives specific duties to the CLEO; however, it is expected that the CLEO is operating within the power given to her or him by the group of CEOs. The CEO Shared Liability Agreement must outline the process for designating the CLEO and the decisions and actions the CLEO can make on behalf of the CEOs.

⁵ IWD Policy 1.2.1.2 CEO Roles and Responsibilities

⁶ Iowa Workforce Development policy 1.2.1.0 Chief Elected Officials.



- Determine a process to designate the CLEO
 - CLEO serves for a term of not less than one year
 - Consider a rotation schedule
 - Avoid "always" scenarios
- Determine the issues for which the CLEO may act on behalf of the group of CEOs
- Determine how often CEOs will meet to act on LWDA matters
- The CLEO will serve as the signatory for the group of CEOs. The CLEO will act on behalf of the CEOs and will collaborate with the LWDB chair on a number of issues and tasks.

DEADLINE TO COMPLETE: 11/1/2019 AND ANNUALLY THEREAFTER



Submit name and contact information of Chief Lead Elected Official to WIOAgovernance@iwd.iowa.gov



Appoint LWDB Members

The purpose⁷ of the LWDB is to serve as the region's expert and leader in workforce development by identifying workforce issues and concerns, and by bringing together the necessary assets to facilitate solutions for regional prosperity. LWDB members are customers of the system, visionaries, advisors, and change agents, as well as custodians of the local workforce development system. They act as a voting member of the LWDB with full authority and responsibility to develop policies for the operation of the Board; to monitor its financial and programmatic performance; and to connect the region with the resources needed to meet the needs of the businesses and job seekers that the LWDB serves. Minimum board size is 17.

Business Representatives

- Must be 51% of the board
- Must be owners, chief executives or operating officers of businesses with policymaking or hiring authority
- Must provide employment in in-demand industry sectors or occupations in the local area
- Two of the seats must be filled by small business
- Members are nominated by local business organizations and trade associations

Workforce Representatives

- Must be 20% of the board
- Must include representatives of labor organizations nominated by local labor federations or by other representatives of employees
- Must include a member of a labor organization or a training director from an apprenticeship program
- May include a member of a community-based organization with expertise in working with veterans or individuals with disabilities
- May include a member of an organization with expertise in serving eligible youth and out of school youth

Education and Training Representatives

- Must include a representative of adult education
- Must include a representative from higher education providing workforce investment activities including community colleges
- May include representatives of local educational agencies and community-based organizations with expertise in serving individuals with barriers to employment

Government Representatives

- Must include a member from economic and community development entities
- Must include a member from the state employment service under the Wagner-Peyser Act
- **Must** include a representative from Vocational Rehabilitation

⁷ IWD Policy 1.4.3.1 Local Board Functions



- May include a member from agencies running transportation, housing, or public assistance programs
- May include a member from philanthropic organizations

Iowa Code, Chapter 84A.42(c)

The overall members of the LWDB, excluding the Wagner Peyser Act and Vocational Rehabilitation representatives, must be balanced by gender and political affiliation. After applying the exclusions, no more than one half plus one of the remaining board members may be composed of any one gender or political party.

Nominations of members⁸

- Business representatives must be nominated by local business organizations or business trade associations.
- Labor representatives must be nominated by local labor federations.
- When there is more than one local area provider of adult education services or multiples higher education institutions providing workforce activities, nominations must be solicited from those providers and institutions. This requirement provides for a representative selection process for these membership categories.

IWD policy 1.4.1.1- LWDB Submission of Nominations, IWD policy 1.4.1.2- Submission of Appointments

- LWDB Member Conflict of Interest Attestation Form- see appendix 2
- LWDB Member Nomination Form- see appendix 2
- LWDB Member Job Description

DEADLINE TO COMPLETE: 2/3/2020 AND PERIODICALLY THEREAFTER (CLEO)



Submit the following to wioagovernance@iwd.iowa.gov

- Signed LWDB Member Conflict of Interest Attestation Form for each board member
- Signed LWDB Member Nomination form for each board member

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⁸ TEGL 27-14.





Appoint a Fiscal Agent

The CLEO may designate an entity to serve as a local fiscal agent. Designation of a fiscal agent does not relieve the CLEO of liability for misuse of grant funds. If a fiscal agent is designated, the CLEO must ensure the entity has clearly defined roles and responsibilities.

Functions of a Fiscal Agent⁹

- Receive funds
- Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget (OMB) circulars, WIOA, and IWD policies
- Respond to audit financial findings
- Maintain proper accounting records and adequate documentation
- Prepare financial reports
- Provide technical assistance to contractors regarding fiscal issues
- At the direction of the LWDB, the fiscal agent may also-
 - Procure contracts or obtain written agreements
 - Conduct financial monitoring on service providers, and
 - Ensure independent audit of all employment and training program

Considerations when designating a fiscal agent

- If no organization is designated, the CLEO's unit of government shall fulfill the role
- To be a fiscal agent, the organization must be able to
 - receive federal dollars
 - fulfill all required functions listed below and any functions that may be added
- While the CLEO designates the fiscal agent, it is the LWDB that will guide the functions of the fiscal agent. The fiscal agent only has authority to do what it is contracted to do. The fiscal agent does not oversee the local workforce development board or the board staff.

Firewalls¹⁰

To ensure conflict of interest is minimized, the organization or entity designated to serve as fiscal agent may not serve in any other selected or designated role within the local workforce system.

DEADLINE TO COMPLETE: 1/24/2020



Submit the following to wioagovernance@iwd.iowa.gov

- Name of Fiscal Agent
 - Contact Person, Title, email address, phone number; or
 - Confirmation that the CLEO will serve this role

⁹ IWD Policy 1.3.1.0 Local Fiscal Agent Required Functions

¹⁰ IWD Policy 1.4.6.1 Firewalls





Select the One Stop Operator (in collaboration with LWDB)

Role of the One Stop Operator¹¹

The primary responsibility of the One Stop Operator is to coordinate all activities and functions performed by the various one stop partners and to ensure that services provided are fully integrated and of the highest quality. Generally, these functions include-

- Job search, placement, recruitment, and labor exchange services
- Local, regional and national labor market information
- Training services
- Employment and training activities
- Employer/business services

Additionally, the One Stop Operator is responsible for coordinating system related functions and activities, such as-

- Providing performance and cost information for training per program per provider
- Sharing information about local workforce area performance and One-Stop system performance
- Overseeing information, referral, and coordination of activities with other programs and services that may be within or outside of the One-Stop system
- Regularly evaluating the One-Stop system to identify opportunities for innovation and improvement
- Bringing One-Stop partners together to develop new strategies and solutions
- Sharing data and best practices to drive system performance
- Developing and implementing operational policies and procedures for the One-Stop system.

The One-Stop Operator must be procured competitively at least every four years. 12

Tasks which One-Stop Operators are not permitted to perform

- Convene stakeholders to assist in the development, preparation, and submission of the local WIOA plan
- Prepare, develop and/ or submit local plans or budgets
- Be responsible for oversight of itself
- Manage or significantly participate in the competitive selection process for one stop operators
- Select or terminate one stop operators, career services providers, and/ or youth providers
- Negotiate local performance measures

¹¹ IWD Policy 1.4.7.1 Role of the One Stop Operator

¹² IWD Policy 1.4.7.3 Allowable Methods for Competitive Procurement of the One Stop Operator



Entities that can serve as One Stop Operator¹³

- A public, private, nonprofit entity or a consortium of entities in the local workforce development area. A consortium must include at least three of the required one stop partners.
- The entity selected is a sub-recipient of a federal award and, therefore, must follow the Uniform Guidance.

Firewalls¹⁴

To minimize conflict of interest, the entity selected through competitive procurement to serve as the One Stop Operator is limited on other roles it can fulfill within the local workforce system. The One Stop Operator shall not serve as the fiscal agent or staff to the Local Workforce Development Board. The only other roles permitted for the entity selected as One Stop Operator include provider of career services and/ or youth provider.

DEADLINE TO COMPLETE: 12/1/2020



Must have competitively procured One Stop Operator in place

¹³ IWD Policy 1.4.7.2 One Stop Operator Eligible Entities

¹⁴ IWD Policy 1.4.6.1 Firewalls



Review and Approve Role

Review and Approve Roles primarily consist of reviewing actions and plans by local board staff and others. In providing your review, you will provide oversight and guidance to ensure the collective vision for the local workforce system is being fulfilled.



Create initial by-laws for LWDB

With CEOs being responsible for the local board member nomination process, the CEOs are also responsible for the initial bylaws for the board. Within these bylaws, the CEOs will make the determination for the initial size of the board. The By-laws, at a minimum, must address the following issues.¹⁵

- Board member nomination process¹⁶
- Term limits and description of how terms are staggered
- Process and timeline to notify the CLEO of a vacancy¹⁷
- Reappointment process¹⁸
- Designation of a proxy or alternate
- Determination on use of technology such as phone and web-based meetings
- Process to ensure the convening of system stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce activities
- Description of any other conditions governing appointment or membership on the board as deemed appropriate by the CLEO
- Conflict of Interest statements as well as provisions for penalties, sanctions or other disciplinary actions for direct violations of the LWDB Conflict of Interest policy¹⁹
- Affirm compliance with Iowa's Sunshine Laws²⁰
- Recognize the LWDB has the authority to hire staff²¹
- Defines a quorum
- Permits the establishment of standing committees²²



DEADLINE TO COMPLETE: 1/31/2020

Provide copy of bylaws to each member appointed to LWDB

¹⁵ IWD Policy 1.2.1.2 By-Laws

¹⁶ IWD Policy 1.4.1.1 Submission of Nominations

¹⁷ IWD Policy 1.4.1.5 Vacancies

¹⁸ IWD Policy 1.4.1.3 Reappointments

¹⁹ IWD Policy 1.4.6.2 Conflict of Interest

²⁰ IWD Policy 1.4.6.3 Sunshine Provision

²¹ IWD Policy 1.4.6.4 Local Board Staff

²² IWD Policy 1.4. 5.0 Standing Committees, IWD Policy 1.4.5.2 Standing Committee Membership Requirements





Approve LWDB budget (in collaboration with LWDB)

Annually, the CEOs will collaborate with the local board to approve the budget. All funds awarded to the LWDB must be budgeted and allocated. While a fiscal agent may be designated to receive the funds, it is the CEOs and LWDB who have the responsibility for determining how the funds will be used to meet the needs of the customers in the local area.

- The budget must be consistent with the local plan.
 - The local plan is the document which outlines what services will be provided.
- The budget must include the Infrastructure Agreements (IFA) for the one stop centers.
 - IFAs outline how the partner agencies share costs within each center and local system.

Role of Fiscal Agent with Regard to Budget Process

- Supply timely and accurate financial reports
- Understand the limitations to funding
- Collaborate with LWDB staff to share insight into budget



DEADLINE TO COMPLETE: 6/1/2020 AND ANNUALLY THEREAFTER



Approval of non-mandatory One Stop partners (in collaboration with LWDB)

The One Stop partners list referenced earlier are federally mandated to participate in the one stop. However, other entities with a similar mission could also be a part of the system and participate fully as do the mandated partners. Such inclusion of additional, or non-mandatory, partners is based on approval of the LWDB and the CEOs. It is expected that you know your community best and know if an organization would be an asset to the vision of the one stop system. A non-mandatory partner organization may express interest in joining the system or you may reach out to an organization based on an identified need or lack of existing resources.

Entities that could express interest

- Community Action Partnerships
- Nonprofits which focus on services to targeted populations
 - Veterans
 - Individuals connected to the justice system



DEADLINE TO COMPLETE: 12/1/2020 FOR FIRST MOU AND ONGOING THEREAFTER



Comment on State Plan (in collaboration with LWDBs)

Under WIOA, a state must create a plan, every four years with intermittent modifications, that describes its overall strategy for workforce development and how it will be implemented to the meet the skill needs of workers, jobseekers and employers. States should use their plans to explain how WIOA's core programs, along with other state and federal programs, will work together to support the mission and vision of WIOA – beyond minimal compliance but with innovation in addressing skill gaps and meeting the needs of job seekers and employers. States must provide opportunities for authentic input from a broad variety of stakeholders to ensure the plan is informed by those who will implement it and by those intended to benefit from it.





Negotiate performance measures (in collaboration with LWDB)

Performance measures are the outcomes by which the USDOL tracks each state's success across the six core programs. There are five measures related to individual participant outcomes and one measure related to services provided to businesses.

Process of Negotiation

The state agency, IWD, negotiates the performance measures with the US Department of Labor for the WIOA adult, dislocated worker, and youth funding streams. Then, the state agency negotiates with each of the local workforce development areas in the state.

Measures/Indicators of Performance

	Primary Indicators of Performance	Description
1	Employment Rate	Percentage of participants in unsubsidized employment during the second quarter after exit from the program. Youth may substitute unsubsidized employment with participation in education or training activities.
2	Employment Rate	Percentage of participants in unsubsidized employment during the fourth quarter after exit from the program. Youth may substitute unsubsidized employment with participation in education or training activities.
3	Median Earnings	The median earnings of participants in unsubsidized employment the second quarter after exit.
4	Credential Attainment Rate	Percentage of participants who obtain a post-secondary credential, high school diploma or recognized equivalent, or GED during the participation in or within one year after exit.
5	Measurable Skills Gain	Percentage of participants in an education or training program leading to a post-secondary credential or employment AND who are achieving measurable skills gains toward such a credential or employment.
6	Effectiveness in serving employers	Retention with same employer, repeat business customer, employer penetration rate



DEADLINE TO COMPLETE: 4/24/2020 AND ANNUALLY THEREAFTER





High Level Oversight Role

High Level Oversight refers to the tasks of management and governance which you will perform, along with the Local Workforce Development Board, to ensure the system operates efficiently and correctly. High level indicates that your role is not to be in the day to day operations of running an IowaWORKS center or a WIOA funded program.



CEO Shared Liability Agreement

Purpose of the Agreement²³

- To document how the CEOs will work together to accomplish the numerous tasks ascribed to them under WIOA.
- To distribute financial liability of WIOA funds should there ever be mismanagement of funds and repayment be necessary.
- A template is provided in Appendix 4. While you are not required to use the template, each item listed on the template must be addressed in your agreement.

Sections of the Agreement

1. Process to designate the CLEO

- Determine how the CLEO will be chosen (vote or rotation schedule); avoid "always" scenarios such as "it is always the CEO from X county because it is the largest"
 - a. Term recommended to be not less than one year
 - b. Decisions CLEO can make without a vote of the CEOs
 - c. Steps taken to avoid conflict of interest between the board of CEOs, LWDB, fiscal agent, or administrative entity.
 - d. Provide assurance CLEO will not serve as the highest-ranking officer on any board which governs the fiscal agent or direct services provider
 - e. Describe communication plan between CLEO and CEOs

 $^{^{23}}$ IWD Policy 1.2.3.0 CEO Shared Liability Agreement



2. LWDB Member nomination, appointment, removal²⁴ and reappointment process

- Considerations for nomination process
 - Business representative (51%) and workforce representative (20%) are non-negotiable and minimum standards. However, CEOs may elect to make these requirements higher for their LWDB.
 - Examine labor market information to understand which industries are in-demand in your local area.
 - View the board as jointly owned by each CEO and avoid assigning each county a business representative.
 - Consider adding attendance requirements to the board by-laws and failure to attend can include dismissal from the board.
 - Use the LWDB Job Description provided in Appendix 3 when talking with individuals about serving on the LWDB.
 - Adhere to Iowa Code 84A requirements regarding gender and political affiliation equal distribution

²⁴ IWD Policy 1.4.1.7 Local Workforce Development Board Member Removal



3. Process to designate Fiscal Agent

- Considerations for designation process
 - Competitive procurement is not required but could be beneficial with this process.
 - Timeline to complete by January 2020
 - Staff available to assist with management of process
 - The selected entity must have the ability to receive federal funds and be familiar with Generally Accepted Accounting Principles.
 - Remember any entity selected to serve as fiscal agent may not serve in any other designated or selected role within the local workforce system.



4. Method for sharing liability of funds²⁵

The purpose of this section is to outline how local government will share in the liability of a disallowed cost regarding WIOA funds. It is key that consensus exist regarding this issue.

- Possible methods for apportioning costs
 - Equal distribution based on number of counties
 - Population based formula the more populated counties would share more of the financial burden
 - Expenditures the percentage of WIOA funds that have been expended to the benefit of residents per county. The county with the individuals who have accessed more services from the workforce system would share more of the burden.
- Detail the process for reconciling disallowed costs. In most cases, liability for costs which are recommended for disallowance and which are not resolved, rest with the entity responsible for incurring the cost. In the event the entity responsible cannot or will not assume the liability, this CEO Shared Liability Agreement must provide the process for how funds will be reimbursed.
 - For an expenditure (or group of expenditures) to be deemed "disallowed," an audit process or compliance monitoring process has occurred. In both situations, there are steps designed to resolve the issue prior to repayment occurring.
 - Should repayment be necessary, it must be done with non-federal dollars. Repayment would be made to the State of Iowa or US Department of Labor.
 - It is critical that contracts issued by the LWDB or on behalf of the LWDB using WIOA funds include strong language regarding disallowed costs and include clear delineation of roles and responsibilities regarding the contract activities/services.

Notes & Next Steps

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²⁵ WIOA §107(d)(12)(B)(i)(I)



5. Process for making significant decisions²⁶ (in collaboration with LWDB)



- a. Develop and submit the local plan
 - Under WIOA, a local board must create a plan that describes its overall strategy for workforce development and how it will be implemented to the meet the skill needs of workers, jobseekers and employers at the local level. Local plans must align with state plans. Plans explain how WIOA's core programs, along with other state and federal programs, will work together to support the mission and vision of WIOA- beyond minimal compliance but with innovation in addressing skill gaps and meeting the needs of job seekers and employers. The local plan must align with the local budget.
- b. Provide WIOA program oversight
 - CEOs and LWDBs must establish clear and open communication channels to ensure they are aligned with the vision of the local system.
- c. Select the One Stop Operator
 - Considerations
 - Who will coordinate the procurement process?
 - Are staff needed for this effort?
 - How will we evaluate potential bidders?

26	W	IOA	§1	07	(d)
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- d. Approve the LWDB budget
 - Ensure it is a comprehensive process and that neither party is performing as a "rubber stamp."
 - Must align with the local plan
- e. Agree on the Memorandum of Understanding
 - The Memorandum of Understanding (MOU) is the document which outlines the
 roles and responsibilities of each partner agency within the system. The MOU,
 also, outlines how services will be delivered within the system both to the job
 seeking customer and the business customer.
- f. Criteria by which the CLEO shall agree to the LWDB's request to provide career services or service as a one stop operator²⁷
 - The board may be interested in serving as the provider of career services or as the one stop operator. In either of those cases, approval from CLEO is needed. Then the request must be made to IWD.
 - Review policies regarding Firewalls²⁸ and the One Stop Operator Procurement²⁹ to aid in decision-making.

²⁷ WIOA regulations 20 CFR 679.410(b)

²⁸ IWD Policy 1.4.6.1 Firewalls

²⁹ IWD Policy 1.4.8.2 Allowable Methods for Competitive Procurement of Services Providers and IWD Policy 1.4.7.6 Avoiding One Stop Operator Conflicts of Interest



6. Name and contact information of each CEO

7. Dispute Resolution process

- Considerations for decision making
 - Local issues should be decided locally. While these issues may be difficult, building a transparent and accountable governance structure for the local workforce system is critical to achieving and sustaining compliance with provisions and principles of WIOA.
 - Draw from your experience as a local official when disputes arise.
 - Will decisions be made by vote or consensus?

8. Annual budget review and approval process

- This section is similar to 5.5 above; however, the difference here is the review and approval process specifically by the CLEO.
 - As CEOs you will decide your method/process for approval. All CEOs could review or you could have a Budget Committee that reviews and makes recommendation to the CLEO.



9. New CLEO acknowledgement

Notification to IWD

10. New CEO acknowledgement

- The LWDB is responsible for notifying the new CEO of her/ his responsibilities as well as the need to review and update any written agreements about the CEOs.³⁰
- Notification to IWD

CEO Shared Liability Agreement may require ratification by local governments. If so, those processes must be included in your timeframe to meet the deadline.

DEADLINE TO COMPLETE: 1/24/2020



Send fully executed agreement to WIOAgovernance@iwd.iowa.gov

IWD will file with Secretary of State's Office

Notes & Next Steps

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³⁰ 20 CFR 683.710(b)(3)



Serve as a grant subrecipient³¹

- Liability may be shared across jurisdictions and must be documented in a written agreement³²
 - A fiscal agent may be designated, as has previously been discussed, however, this does not remove the liability from the CEOs.³³

NO ACTION NEEDED — THIS IS ACKNOWLEDGED IN THE CEO SHARED LIABILITY AGREEMENT

State Workforce Development Board

The Governor appoints at least two CEOs to serve on the State Workforce Development Board. This responsibility falls into the "may" category.

- Each state workforce board is required to have CEO representation
- Appointed by the Governor

NO ACTION NEEDED – THIS IS ACKNOWLEDGED IN THE CEO SHARED LIABILITY AGREEMENT

³¹ WIOA §107(12)(B)(i)(I)

^{32 20} CFR 683.710(b)(2)

^{33 20} CFR 683.710(b)(4)



Impasse with MOU negotiations

The LWDB will develop a Memorandum of Understanding or MOU that outlines how the various one stop partners will deliver services within the local system. This document should address the services provided by each partner and how it is done in an integrated manner.

■ After local attempts to solve local issues, should there be an impasse with one or more MOU partners, the CEOs, through the CLEO, would notify the Governor or designated agency (IWD) of the impasse. The governor may intervene to solve the issue.



DEADLINE TO COMPLETE: 12/1/2020 AND ANNUALLY THEREAFTER

Notes and Next Steps



Request LWDA designation

Request local workforce development area designation³⁴ and be consulted during the decision-making process.

Considerations³⁵

- Governor must consult with state board, local boards and CEOs
- LWDAs must be consistent with labor market areas and regional economic development areas in the state
- Have available federal and non-federal resources to effectively administer activities and provisions of WIOA

NO ACTION NEEDED - LWDA DESIGNATION APPEAL CURRENTLY UNDERWAY

³⁴ IWD Policy 1.1.1.2 Designation of Local Areas

³⁵ WIOA §106(b)(1)(A-B)



Transfer funds between programs

- WIOA funds are awarded to the Local Workforce Development Area in three primary categories-adult, dislocated worker, youth
- Up to 100% of funds can be transferred between adult and dislocated worker funding streams³⁶
 - LWDB needs your approval to pursue the transfer due to implications on budget

NO ACTION NEEDED — THIS IS A LOCAL ISSUE THAT COULD ARISE AT ANY POINT ONCE COMPLIANT LWDBS ARE OPERATIONAL

Notes and Next Steps

³⁶ WIOA §129(4)(A-B)



Local Board Reorganization

Lastly, there are instances in which a Governor may have to decertify a local board and reorganize a new board in its place. In that situation, the Governor must consult with CEOs in the reorganization of a new local board.

- Certification of local boards must occur every two years.³⁷
- Reasons why a board could be de-certified by governor³⁸
 - Fraud or abuse
 - Failure to carry out local board functions
 - Two years of failure to meet performance levels
- Governor must consult with you during process
 - There is not a standard definition to "consult."

NO ACTION NEEDED UNLESS A BOARD IS DECERTIFIED BY THE GOVERNOR

³⁷ IWD Policy 1.4.4.1 Certification

³⁸ WIOA §107(2)(3)(A-B), IWD Policy 1.4.4.2 Decertification



Ensure proper use of funds (in collaboration with LWDB)



CEOs provide oversight, management and governance to the system. A few ways to do this include-

- Develop robust procurement processes for each workforce system contract awarded
- Execute contracts with clear performance metrics and outcomes expectations
- Ensure fiscal agent establishes proper fiscal controls and auditing procedures
- Ensure LWDB staff effectively monitor all contracts issued regularly
- Do not use service providers who produce subpar results
- Make decisions based on the best interest of the system
 - Use data when making decisions
- Be engaged
 - Ask questions
 - Read materials
 - Attend meetings
- It is expected that the funds awarded to the local area per year will be spent timely and accurately



DEADLINE TO COMPLETE: ONGOING

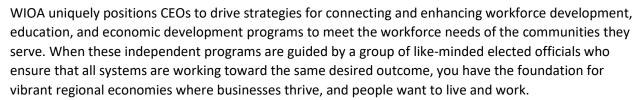


Strategic Planning Role

Strategic planning is where you will be intentional and purposeful in planning workforce and economic goals for your local workforce development area. You and the board will set a vision for the local workforce system. What does the local system need to do, for example, to produce more skilled workers or meet the demands of a growing industry? What are the growing industry sectors for the LWDA? You and the board ask and answer these questions as well as other questions to determine the vision for the local system.



Set vision for local system (in collaboration with LWDB)



An effective workforce system connects the supply side (education and training programs) with the demand side of the system (employers). To be effective, the strategies and services delivered by the supply side must be as a result of a demand side need. To offer training programs and credentials that do not align with the needs of employers, all parties involved have spent time, effort, and energy that will not produce the desired outcome. Creating a workforce system that truly functions as a system requires energy and effort in relationship building as well as honest conversation about needs. When an effective workforce system exists, the outcomes include skills training which leads to in-demand jobs, supportive services to reduce barriers to employment, and employers with access to skilled and ready workers.

- Support strategies that meet the need of the employer community
- Select providers who believe in the vision and are prepared to support it
- Communicate that vision to staff and public
- Strive for continuous improvement



DEADLINE TO COMPLETE: ONGOING (LOCAL PLANS DUE IN 2020)



Conduct regional planning (in collaboration with LWDB)

Under WIOA, states³⁹ are required to identify regions for the purposes of regional planning and coordination of services. "Regions" are defined differently than local workforce development areas. Regions could be one LWDA, two or more LWDAs, or interstate regions contained in two or more states and share a labor market area. ⁴⁰ Within that regional structure, the boards and CEOs are expected to collaborate on how administrative costs could be shared to maximize efficiencies and to conduct regional planning regarding workforce strategies. Iowa is proceeding with the idea that each LWDA will also be its own region.

NO ACTION NEEDED — IWD HAS CHOSEN NOT TO PURSUE REGIONAL DESIGNATIONS UNTIL A COMPLIANT GOVERNANCE STRUCTURE IS IN PLACE

Λ	n	t	P	C

³⁹ IWD Policy 1.1.1.1 Identification of Regions

⁴⁰ WIOA §106(a)(2)(A-C)



Establish and review policies (in collaboration with LWDBs)

- Support policy that create opportunities for innovative services and that policies support the collective CEO vision for the local workforce system
- Ensure that your involvement is at a governance and oversight level; avoid getting involved in the operations or "the weeds" of the day to day work
- Be aware of the local economy and what is occurring
 - Use data to guide decision making about strategies, services, and providers
- WIOA funds can be used to proactively address talent pipeline needs and respond to skills shortages within industries



DEADLINE TO COMPLETE: ONGOING



Partnership Agreement

The role of providing oversight to the local workforce system is shared between the CEOs and the LWDB. The law refers to numerous tasks that each entity performs "in conjunction" with the other. To ensure transparency and accountability, it is important to establish mechanisms for collaboration and methods for communication. The Partnership Agreement will outline joint duties, functions and responsibilities of the CEOs and LWDB.

A template is available in Appendix 7.

Sections of the Agreement

- 1. Develop and submit a local plan and regional plan
- 2. Describe how the CEOs and LWDB will
 - a. Conduct oversight for local youth activities, local employment and training activities, and the one stop system
 - b. Ensure the appropriate use and management of the funds provided under Subtitle B for the activities and system described in clause (i) a
 - c. Ensure appropriate use, management, and investment of funds to maximize performance outcomes
 - d. Performance negotiations
 - e. One Stop Operator designation and termination
 - f. CLEO approval of LWDB developed budget
 - g. Fiscal agent oversight and conflict resolution
 - h. Dispute resolution between CEOs and LWDB

Considerations

The CEOs and LWDB could hold joint meetings to discuss, review and plan as well as for training purposes for both groups.

DEADLINE TO COMPLETE: 5/1/2020 AND ONGOING THEREAFTER



Submit completed and signed Partnership Agreement to

WIOAgovernance@iwd.iowa.gov





Appendix 1: Glossary of Frequently Used Terms and Acronyms

AJC	American Job Center/ One Stop Center/ IowaWORKS
CEO	Chief Elected Official
CLEO	Chief Lead Elected Official
Core	WIOA Adult, Dislocated Worker, Youth, Wagner Peyser Act, Adult Education,
Programs	Vocational Rehabilitation
ETA	US Department of Labor Employment and Training Administration
IWD	Iowa Workforce Development or state agency
LMI	Labor Market Information
LWDA	Local Workforce Development Area or local area
LWDB	Local Workforce Development Board or local board
MOU	Memorandum of Understanding
SWDB	State Workforce Development Board or state board
USDOL	US Department of Labor
WIOA	Workforce Innovation & Opportunity Act



Appendix 2: LWDB Member Conflict of Interest Attestation Form

Local Workforce Development Board Member Conflict of Interest Attestation Form Instructions

Local Workforce Development Board (WDB) members must ensure that their individual interests do not conflict or interfere with their duties while serving in their appointed positions. An actual or apparent conflict of interest can arise at any time and must be addressed immediately. The Local WDBs and their members must adhere to both federal and state conflict of interest requirements.

A conflict of interest is a circumstance in which the Local WDB member's individual interest impairs (or gives the appearance that it could impair) the ability to make an unbiased decision or provide an unbiased public service.

All Local WDB members must complete and sign the Conflict of Interest Attestation Form upon appointment to the Local WDB. The Form shall be submitted to Iowa Workforce Development upon completion, and again as required as part of the certification process no later than June 1st of the certification year.

After the Local WDB is certified or recertified, each Local WDB member shall sign a Local WDB Conflict of Interest Attestation Form annually. The annual requirement shall begin the year following certification or recertification and Forms shall be submitted to Iowa Workforce Development no later than January 31st.



Local Workforce Development Board Member Conflict of Interest Attestation Form

Local Workforce Development Area:	
I, the undersigned, have read Section 107(h) of the Workforce Innovation and Opportunity hereby attest that a conflict of interest does not exist between my individual interests and make unbiased decisions while serving as a member of the Local Workforce Development	my ability to
If a conflict of interest arises between my individual interests and duties as a member of the Workforce Development Board, I will immediately acknowledge, disclose and act according Workforce Development Board By-Laws for such conflicts.	
Local Workforce Development Board Member's Printed Name	
Local Workforce Development Board Member's Signature	ate



Appendix 3: LWDB Member Nomination Form

Local Workforce Development Board Member Nomination Form

Nominee (Applicant Information):
Name:
Local Workforce Development Area Representing:
Position/Title:
Address:City/Zip Code:
Phone Number:
E-mail Address:
Gender: □Male □Female
Local Workforce Development Board category the nominee represents (check only one):
☐Business ☐Labor Organization ☐Adult Education and Literacy ☐Higher Education
Organization Representing:
Please describe briefly why you would like to serve on the Local Workforce Development Board:



Nominating Organization Information:	
Organization:	
Number of Employees:	
Name:	
Position/Title:	
Address:City/Zip Code:	
Phone Number:	
E-mail Address:	
I hereby recommend and nominate the above-named person for membership on the Local Wor Development Board.	kforce
Nominator's Signature Date	
Action by the Chief Lead Elected Official Subject to certification required by Section 107 of the Workforce Innovation and Opportunity	ν Act of
2014 and Policy 1.4.1.1 Submission of Nominations, the person nominated herein has been d appointed to the Local Workforce Development Board by the Chief Lead Elected Official.	
Political Affiliation:	
Term of Appointment: From To	
Signature of Chief Lead Elected Official Date	



Action by Iowa Workforce Development
Appointment is: □Affirmed □Denied
Signature of IWD RepresentativeDate



Appendix 4: Local Workforce Development Board Member Job Description

[Insert Specific IowaWORKS LWDB Name]

Position title: Member, Local Workforce Development Board

Purpose: The purpose of the [insert specific lowaWORKS LWDB] Local Workforce Development Board (LWDB) is to serve as the region's expert and leader in workforce development by identifying workforce issues and concerns, and by bringing together the necessary assets to facilitate solutions for regional prosperity. LWDB members are customers of the system, visionaries, advisors, and change agents, as well as custodians of the local workforce development system. They act as a voting member of the LWDB with full authority and responsibility to develop policies for the operation of the Board; to monitor its financial and programmatic performance; and to connect the region with the resources needed to meet the needs of the businesses and job seekers that the LWDB serves.

Qualifications

- Demonstrated interest in the economic vitality of the community and related goals of the LWDB.
- Desire to make a positive contribution to the region's economy by helping to shape a workforce development system that meets the needs of employers and individuals.
- Commitment to devote time and expertise to working with other board members, stakeholders, staff, businesses, public officials, and public and private sector partner organizations to improve the quality of the regional workforce pipeline.
- Experience or knowledge in at least one of the following elements: resource development, evaluation, training and education, program development, policy administration, business operations, finance, human resource administration, talent acquisition, or public relations.
- Ability to represent the challenges and opportunities of your industry and the region.
- Possess optimum policymaking or hiring authority for your organization.

Expectations

- Regularly attend and actively participate in board and committee meetings.
- Notify the board chair or lowa WORKS director when you re unable to attend meetings.
- Participate in committees to which you are appointed (see list below).
- Prepare for board meetings by staying informed about board matters; reviewing materials sent in advance of the meetings; and maintaining awareness of regional workforce development, education, and economic development challenges and opportunities.
- Analyze labor market information to identify employment trends, skill gaps, and education and training needs, and use to prioritize regional resources and service delivery.
- Comply with the Board's policies and by-laws.



- Take advantage of opportunities to become more educated about the board's duties and the region's IowaWORKS centers and services.
- Foster a positive and fruitful relationship with all other Board Members.
- Act as an ambassador of the Board with community organizations and businesses.
- Act and vote on behalf of the long-term interests of the Board and the community.
- Avoid conflicts of interest. If a conflict of interest on a particular issue is unavoidable, disclose the conflict and follow Board policies for abstaining from discussion and/or vote on that issue.
- Understand and observe the respective roles of the LWDB, board staff, the One-Stop Operator, service providers, and the Chief Elected Officials.

Time Commitment

- [Quarterly] Board meetings which normally last [insert number of hours] hours.
- Committee meetings which generally occur [insert frequency monthly, bimonthly, quarterly, etc.].
- Additional events and ad hoc meetings as requested.
- Average time commitment for board members is approximately [three to four hours per month].

Benefits of Board Membership

- Network with other business owners, human resources professionals, and community leaders.
- Represent your industry's workforce needs.
- Learn about workforce trends at the local, regional, state, and national levels.
- Guide regional service delivery and impact local business and job seeker needs.
- Represent your community on a regional level.
- Learn about new and/or pending legislation affecting businesses and communities.

Board Committees

List each board committee with brief descriptions. Committee examples below.

- Executive Committee
- Audit/Finance Committee
- Business Services Committee
- Policy & Performance Committee
- Youth Committee



Appendix 5: CEO Shared Liability Agreement Template



Chief Elected Official (CEO) Shared Liability Agreement

CHIEF ELECTED OFFICIAL (CEO) SHARED LIABILITY AGREEMENT

As noted in WIOA Section 107(c)(1)(B), when a Local Workforce Development Area (LWDA) includes more than one unit of government, the Chief Elected Official (CEO) of each unit may execute a written agreement that specifies the responsibilities of the Chief Lead Elected Official (CLEO) and the individual CEOs.

Iowa Workforce Development policy 1.2.3.0 CEO Shared Liability Agreement requires the establishment of a written agreement which determines how financial liability will be shared between the CEOs and outlines how the CEOs will collaboratively fulfill their roles and responsibilities regarding the Workforce Innovation & Opportunity Act (WIOA).

CEOs must enter into an agreement with each other that, at a minimum, include the following sections:

- Describe the process and the method the CEOs will use to determine the Chief Lead Elected
 Official (CLEO). The CLEO is required by WIOA to approve or provide guidance on a number of
 LWDB activities. Therefore, the state requires CEOs to select a CLEO who will act on behalf of
 the other CEOs and to include the following information in the CEO Shared Liability Agreement.
 - a. State the following information for the appointed CLEO:
 - i. Name, title, and contact information: Click or tap here to enter text.
 - ii. Term of CLEO: Click or tap here to enter text.
 - iii. Decisions CLEO may carry out on behalf of CEOs: Click or tap here to enter text.
 - iv. Describe the steps taken to ensure CLEO's duties will not create or be perceived to create a conflict of interest between the board of CEOs, LWDB, fiscal agent or administrative entity: Click or tap here to enter text.
 - v. Provide assurance the CLEO will not, for the term as CLEO, serve as the highestranking officer on any Board or other entity that governs the fiscal agent or a direct service provider: Click or tap here to enter text.
 - vi. Describe the process the CLEO will utilize to keep the CEOs informed regarding LWDB activities. Determine how many times a year the CEOs will meet and how often a joint meeting with the LWDB will be held: Click or tap here to enter text.
- 2. Describe the process and method CEOs will use for the nomination, appointment, removal or reappointment of members to the Local Workforce Development Board (LWDB), including each individual CEO's role in the appointment process and how appointments will be distributed between or among CEOs in the local workforce development area. Outline the process by which the CLEO will appoint members to the local board from the individuals nominated or recommended to be such members in accordance with the criteria established under WIOA Section 107(b), 20 CFR 679.320-360; IWD policy 1.4.2.1 Local board Membership Requirements; IWD Policy 1.4.1.1 Local Workforce Development Board Submission of Nominations

1



Chief Elected Official (CEO) Shared Liability Agreement



- a. Outline how CEOs will ensure LWDB representation is fair and equitable across the LWDA and in accordance with IWD Policy 1.4.2.1 Local Board Membership Guidelines: Click or tap here to enter text.
- Describe the process to determine the terms of office for Board members: Click or tap here to enter text.
- Outline the process to be used to designate an entity to serve as the local fiscal agent. Such
 designation shall not relieve the CLEO of the primary liability for any misuse of grant funds. IWD
 policy 1.2.1.0 CEO Roles and Responsibilities, IWD policy 1.3.1.0 Fiscal Agent Functions
 - a. Name of fiscal agent: Click or tap here to enter text.
 - Contact person name and contact information: Click or tap here to enter text.
 - Effective date of fiscal agent designation and length of designation: Click or tap here to enter text.
- 4. Describe the method, formula or other basis on which each unit of local government's liability for misspent funds or disallowed costs will be determined, including acknowledging that any required repayment of funds must be made from non-federal fund sources. The CLEO's liability may be apportioned among all of the CEOs in the CEO Shared Liability Agreement. IWD policy 1.2.3.0
 - a. The CEO Shared Liability Agreement must indicate the CLEO's acknowledgement of financial liability as noted in WIOA 107(d)(12)(B)(i)(I) and outline the process for determining each CEO's share of responsibility. This determination could be based on allocation, population, expenditures, or other criteria determined by the CEOs: Click or tap here to enter text.
 - b. Outline the detailed process for reconciling disallowed costs. In most cases, liability for costs which are recommended for disallowance and which are not resolved, rest with the entity responsible for incurring the cost. In the event the entity responsible cannot or will not assume the liability, the CEO Agreement must provide the process on how funds will be reimbursed: Click or tap here to enter text.
- 5. Describe the process and method the CEOs will utilize to make all other significant decisions pursuant to the responsibilities of CEOs under the Workforce Innovation and Opportunity Act and its regulations, as well as IWD policy 1.2.1.0 CEO Roles and Responsibilities. Describe how the CEOs will fulfill their responsibilities to partner with the Local Workforce Development Board to
 - Develop and submit the local plan- WIOA section 107 (d)(1): Click or tap here to enter text.
 - Provide WIOA program oversight- WIOA section 107(d)(8): Click or tap here to enter text.
 - (3) Select the one stop operator- WIOA section 107(d)(10): Click or tap here to enter text.
 - (4) Approve the Local Workforce Development Board budget- WIOA section 107(d)(12):
 - (5) Agree on the Memorandum of Understanding 20 CFR 678.420(c): Click or tap here to enter text.
 - (6) Outline the criteria by which the CLEO shall agree to a local board's request to provide career services or service as a one-stop operator: Click or tap here to enter text.
- State the name, representation, contact information and signature of each CEO in the local area:Click or tap here to enter text.





Chief Elected Official (CEO) Shared Liability Agreement

- State how disputes among CEOs will be resolved regarding responsibilities under WIOA: Click or tap here to enter text.
- Describe the process for reviewing and approving the LWDB annual budget by the CLEO. WIOA Section 107(d)(12)(A). IWD policy 1.2.1.0 CEO Roles & Responsibilities: Click or tap here to enter text.
- Describe the process to be used when an amendment or change is needed to the CEO Agreement.: Click or tap here to enter text.
- 10. When a new CLEO is selected in accordance with the CEO Agreement, the newly selected CLEO must submit to the LWDB and IWD a written statement acknowledging that he/she:
 - Has read, understands and will comply with the current CEO Agreement; and: Click or tap here to enter text.
 - Apprises Iowa Workforce Development (IWD) of the change in CLEO designation: Click or tap here to enter text.
- 11. When a new CEO is elected within the LWDA, the newly elected official must submit to the LWDB a written statement acknowledging that he or she:
 - Has read, understands, and will comply with the current CEO Agreement; Click or tap here to enter text. and
 - b. Reserves the option to request negotiations to amend the CEO Agreement at any time during the official's tenure as a CEO: Click or tap here to enter text..

This CEO Agreement is accepted by the parties this Enter text. [Day] of Enter text. [Month] Enter text. [Year]:

γ	
Signature:	Signature:
Click or tap here to enter text.	Click or tap here to enter text.
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Appendix 6: Definitions of Adult, Dislocated Worker and Youth41

- Adult- anyone 18 or older
- Dislocated worker- an individual who
 - has been terminated or laid off, or who has received a notice of termination or layoff
 - is eligible to receive or has exhausted Unemployment Insurance Benefits or is not eligible to receive based on a reason other than significant attachment to the workforce
 - is employed at a facility in which the employer has a made a general announcement of closure within 180 days
 - self-employed but is unemployed due to general economic conditions or natural disaster
 - displaced homemaker
 - spouse of an active duty Armed Forces member and who has lost a job due to a relocation due to change in duty station

Youth-

- Out of School Youth- an individual not attending any school, age 16-24 and who meets one or more of the following:
 - Withdrew from school without completing or graduating
 - Within the age of compulsory school attendance but has not attended for the most recent quarter
 - Has received a high school diploma or its equivalent but who is low income and is
 - Basic skills deficient
 - An English language learner
 - Connected to the justice system
 - Homeless
 - Pregnant or parenting
 - Has a disability
 - Low income and requires additional assistance to complete an educational program or obtain/ maintain employment
- In School Youth- an individual who is age 14-21 and is attending school is low income and one or more of the following:
 - Basic skills deficient
 - English language learner
 - Connected to the justice system
 - Homeless
 - Pregnant or parenting
 - Has a disability
 - Requires additional assistance to complete an educational program or to obtain/ maintain employment

⁴¹ WIOA §3 Definitions



Appendix 7: Partnership Agreement Template

Partnership Agreement



SECTION I

Required Partnership Agreement contents

Joint duties, functions, and responsibilities of the Chief Elected Officials (CEOs) and the Local Workforce Development Board (LWDB).

- Describe how the CEOs and LWDB will develop and submit a local plan and collaborate with other LWDBs and CEOs to prepare a regional plan for submission to the Governor. WIOA Sec 107(d)(1): Click or tap here to enter text.
- 2. Describe how the CEOs and LWDBs will:
 - Conduct oversight for local youth workforce investment activities, local employment and training activities, and the one stop delivery system in the local area. WIOA 107(8)(A)(i): Click or tap here to enter text.
 - Ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i) and for the workforce development activities. WIOA 107(8)(A)(ii): Click or tap here to enter text.
 - Ensure the appropriate use, management, and investment of funds to maximize
 performance outcomes under section 116. WIOA 107(8)(B): Click or tap here to enter
 text.
 - d. Describe how the CEOs and LWDB will prepare for negotiations with the State on local performance accountability measures. WIOA sec 107(9): Click or tap here to enter text.
 - Describe how the CEOs and LWDB will designate or certify one stop operators and the grounds and process for any subsequent termination for cause of the eligibility of such operators. WIOA 107(10)(A)(i, ii): Click or tap here to enter text.
 - f. Describe how the LWDB will develop a local area budget and the process for obtaining CLEO approval. WIOA 107(12)(A): Click or tap here to enter text.
 - g. Describe how operational issues and concerns relating to the designated fiscal agent shall be addressed: Click or tap here to enter text.
 - Describe the process and procedures to be followed in the event there are unresolved disputes between the CEOs and the LWDB: Click or tap here to enter text.



Partnership Agreement



SECTION II

Additional topics the parties may choose to address

Identify additional topics the parties deem necessary:

Click or tap here to enter text.

This confirms that the CLEO, representing the CEOs and the Chair, representing the LWDB, are authorized to sign this agreement, understand the agreement, and agree to the terms and conditions contained in this agreement.

This also confirms that the CEOs and the LWDB have read, understood and agree on the functions, duties and responsibilities of the CEOs (represented by the CLEO) and the LWDB (represented by the Chair) as outlined in WIOA, Public Law 113-128 and in the policies issued by Iowa Workforce Development (IWD).

It is further understood that updates and changes that affect this agreement (e.g. changes of CLEO, LWDB chair, policy revision/ updates/ additions), will require that this agreement be updated and reflect those amendments in Section III of this document. Any amendment must be submitted to IWD for prior approval.

CLEO - Print name:	Board Chair - Print name:
Click or tap here to enter text.	Click or tap here to enter text.
CLEO - Signature:	Board Chair - Signature:
Click or tap here to enter text.	Click or tap here to enter text.
Date:	Date:
Click or tap here to enter text.	Click or tap here to enter text.



Partnership Agreement



SECTION III

Updates and amendments to the initial agreement as needed

CEOs – LWDB AGREEMENT UPDATE To be completed each time an amendment or update is required to the initial WIOA- CEO- Board Partnership Agreement

Record as Amendment #Click to enter text of Click to enter text (amendment(s) to the initial agreement);

Date: Click to enter text

Explain/ Detail the change/ Update to this agreement:

Click or tap here to enter text.

Explain/ Detail the reason for this change/ update:

Click or tap here to enter text.

Current authorized signatures to make this change:

Click or tap here to enter text.

Except as amended above, all other terms and conditions for the Partnership Agreement are hereby ratified and confirmed.

CLEO - Print name: Click or tap here to enter text.	Board Chair - Print name: Click or tap here to enter text.
CLEO - Signature: Click or tap here to enter text.	Board Chair - Signature: Click or tap here to enter text.
Date: Click or tap here to enter text.	Date: Click or tap here to enter text.

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Appendix 8: Technical Assistance Contacts

LWDA	Counties	Contact Person
1	Buena Vista, Calhoun, Cherokee, Clay, Crawford, Dickinson, Emmet, Greene, Hamilton, Humboldt, Ida, Kossuth, Lyon, Monona, O'Brien, Osceola, Palo Alto, Plymouth, Pocahontas, Sac, Sioux, Webster, Woodbury, Wright	Ronee Slagle Ronee.slagle@iwd.iowa.gov 641-352-0245
2	Allamakee, Black Hawk, Bremer, Buchannan, Butler, Cerro Gordo, Chickasaw, Clayton, Delaware, Dubuque, Fayette, Floyd, Franklin, Grundy, Hancock, Howard, Mitchell, Winnebago, Winneshiek, Worth	Michael Witt Michael.witt@iwd.iowa.gov 563-468-3110
3	Audubon, Boone, Carroll, Dallas, Guthrie, Jasper, Madison, Marion, Polk, Story, Warren	Michael Witt <u>Michael.witt@iwd.iowa.gov</u> 563-468-3110
4	Benton, Cedar, Hardin, Iowa, Johnson, Jones, Linn, Marshall, Poweshiek, Tama, Washington	Ronee Slagle Ronee.slagle@iwd.iowa.gov 641-352-0245
5	Clinton, Des Moines, Henry, Jackson, Lee, Louisa, Muscatine, Scott	Linda Rouse Linda.rouse@iwd.iowa.gov 641-680-3591
6	Adair, Adams, Appanoose, Cass, Clarke, Davis, Decatur, Fremont, Harrison, Jefferson, Keokuk, Lucas, Mahaska, Mills, Monroe, Montgomery, Page, Pottawattamie, Ringgold, Shelby, Taylor, Union, Van Buren, Wapello, Wayne	Linda Rouse Linda.rouse@iwd.iowa.gov 641-680-3591